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EXTRACTS FROM EMPLOYEE COMMENTS
ON SUPERVISORY RESPONSIBILITIES PROGRAM

Employee No. I

1. My impressions from the supervisory conference were generally favorable, perhaps because I had never seen nor heard many of the participants. The general tone and content of the lectures were excellent. My main criticism was that the conference still did not nail down supervisory responsibilities. What disciplinary action has been taken against supervisors who have shirked their basic responsibilities (for example, in the embezzlement cases noted by Mr. Fuchs)? What is being done to encourage and even coerce supervisors into differentiating between quality of performance of subordinates on fitness reports and other official evaluations? (The panel question on forced choice rating systems was submitted and signed by me.) I believe the comments by Col. White and others that supervisors should accept this responsibility were pertinent and appropriate, but that they did not go far enough.

2. A second impression was that the conference should continue to stress the importance of improving the quality of individual performance through supervisory action. A negative fitness report should not be issued without proper counseling (as discussed by Col. White). By the same token, one negative fitness report should not be allowed to blight an employee's future prospects (see comments in subparagraph 3f). I think this fear of giving a subordinate the "kiss of death" is one reason why responsible and alert supervisors sometimes fail to issue realistic fitness reports. Perhaps this point could be played up in a future conference.

3. My impressions of the individual presentations are as follows:

a. DCI. This was the first time I and many other more senior colleagues had ever seen or heard the DCI. I believe his appearance and appropriate remarks added greatly to the meeting. People work for individuals rather than names on an organization chart, and the value of such a pep talk cannot be overestimated.

b. DDS. Col. White's comments seemed appropriate and meaningful (although whether he is really a Theory Y man rather than a Theory X man is still debatable). His specific illustrations of the parking

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problem and "open windows" problem were simple examples of a frequent failure of supervisors to take responsibility for enforcing Agency regulations and policies, particularly the mundane and unpopular ones. I think his discussion of supervisory responsibilities should note what steps are being taken to reward good supervisors and penalize poor supervisors.

c. Chief, Medical Staff. Dr. Tietjen gave perhaps the best prepared, most interesting talk of the day. Its immediate "usefulness" may be debatable, but his invitation to the individual supervisor to step back and examine his own physical and mental condition and attitude, as well as those of his subordinates, was an important message. I thought it well worth the time allotted, although it could be shortened a bit if necessary.

d. Director of Finance. Mr. Fuchs covered vital ground, but I don't think he was as effective as he might have been. This was partly due to following Dr. Tietjen's "medicine show", but also due to a parochial approach which might not go over effectively with representatives of other components. His guidelines on identifying potential "embezzlers" were appropriate, but more emphasis could be placed on the role and responsibility of supervisors in discouraging "grey area" misuse of government property and money, (such as representational and operational expenses, personal use of official vehicles, etc.). This question was touched on lightly, but it should get more attention, in my opinion.

e. Security Briefing. This lecture apparently was prepared for overall Agency consumption. It was effective.

f. Director of Personnel. Mr. Echols had the unenviable anchor man position at the end of the afternoon. Frankly, I believe he may have tried to cover too much ground for his audience to absorb, although most of the topics were certainly of interest. Some visual aids might help to focus on important points. As mentioned in my remarks on the DDS' lecture, I believe there should be more attention to the specifics of how a supervisor should go about identifying his outstanding and his weakest subordinates. The present system offers little incentive (either rewards or penalties) to the supervisor to make the tough performance evaluations necessary for effective management. Under the present system, one bad fitness report tends to cloud an employee's future (rather than acting as a spur for future improvement), and it is all too easy for the supervisor to record a bland rating in the low average scale simply to avoid trouble.

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g. Panel. These questions-and-answers were interesting, but the participants' answers were necessarily guarded. If time becomes a problem, this session could be cut, but it should be continued if possible.

Employee No. II

Overall Impressions:

1. Comments overheard at this meeting were favorable in terms of having a DDS supervisors conference (first time for this group to be so identified); comments were in the vein of recognizing that the Agency supervisors have significant responsibilities that management can hold them accountable which are over and above those found in non-security organizations.
2. Surprisingly enough, the fact was that a number of participants in the audience did not know the principals other than by name. Is the organization that big or don't we just need more of these get-togethers?
3. The program was too long. A 6 1/2 hour conference is almost impossible from the standpoint of keeping everyone's attention. After lunch speakers also ought to be individuals like [REDACTED], the STATINTL Security man -- a big, booming, forceful speaker. Suggest no more than 4-5 hour session. I started to indicate next time but even this presentation could be cut -- some overlapping. The Finance Speech could almost be omitted for DDS and DDI supervisors - geared somewhat toward DDP.
4. I felt that the DDS came across the footlights as a warm personality -- whereas I had always figured him to be a rather cool individual. Had more stage presence than the others also. His speech was well organized and in one-two fashion he outlined his management philosophy, which I felt was well-received. I suppose no one can figure out the right gray area answers, especially employee-supervisory problem areas.

Recommendations:

1. I sat in the middle, on the right as you go in, and during part of this session, I had difficulty in hearing what was being said. Recommend a communications monitor to turn up the volume when they have a soft-speaker.
2. Personally, I felt that Dr. Tietjen only whetted the audience's appetite on the stress business. I believe that the majority of the

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audience would like a special session devoted to "stress" problems that are being faced by our employees. Also, from the supervisory standpoint, what are the recognizable symptoms of various stresses. It just wasn't enough to tell that 500 person audience to "be good to yourself". He inferred possible additional sessions later.

3. Since a couple of speakers brought the subject up -- that we as CIA employees are part of a new social organization and order -- why shouldn't there also be an effort made to give some of this type of philosophy to the intermediate levels (and maybe junior ones) who have not reached supervisory positions? The older supervisors have probably faced their adjustment problems successfully, whereas the younger ones have yet to do so.

Employee No. III

1. I have mixed feelings as I try to summarize my observations about the meeting attended 10 April. Based upon the "theme" of the meeting, I was looking forward to hearing how I could enhance my knowledge of supervisory responsibilities and my skills in supervisory practices. I have no argument to offer about the necessity and worth of such meetings. I think the Agency is just late - late - late in developing and using the supervisor, a fundamental and basic tool of management. Such meetings are worth the time, effort, and expense necessary to conduct sessions like the one given.

2. I came away from the meeting with the feeling that the supervisory responsibilities as outlined by Col. White were well defined and he left little doubt as to the role he expects supervisors to act for him. Col. White had much to say about the "courage" required to be a good supervisor in the management of people, but he missed a chance to strongly urge that supervisors, from the top down, have "courage" enough to do an agonizing re-appraisal of their own work habits and managerial skills.

3. Dr. Tietjen's lecture was informative and interesting to me personally. He might have more forcibly and pointedly directed his remarks to all supervisory levels, giving examples of the kinds of cases and the help they can offer. Dr. Tietjen left me feeling he was talking to me as an employee rather than as a supervisor. He did relate to, but didn't emphasize, the responsibility of the supervisor to utilize the facilities of the medical office in identifying medical problems of employees.

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Employee No. IV

1. Col. White's and Mr. Echols' presentations covered the theme of the conference extremely well. The former set the tone of the conference with his discussion of the concepts of management; and the latter, working within this framework, discussed the practical aspects of implementing the concepts. In my opinion, the substance of both presentations should be continued as is.

2. Dr. Tietjen's discussion of stress factors was excellent in pointing out how seemingly-extraneous factors do affect an employee's performance and in reminding supervisors that a subordinate must be regarded as a total personality and not only in terms of his visible job performance. However, I believe that the medical presentation would have had additional value for the supervisor if Dr. Tietjen had discussed the supervisor's role in assessing the physical and mental requirements of a position and an employee's physical and mental capacities to perform in that position. In this connection, I think it would have been of value for Dr. Tietjen to have discussed what Medical Staff support is available to a supervisor who discerns that a subordinate's physical or mental condition is affecting his job performance adversely.

3. The conference, quite correctly, treated the theme at the abstract level -- the only approach which could realistically cover the topic in a setting of this kind. However, after listening to the questions presented to the panel, I was left with the impression that either the supervisors were not geared to this level of presentation or they tended to relate the concepts to their specific experiences. The supervisors were more anxious to come to grips with concrete supervisory problems than to discuss supervisory responsibilities in the abstract sense. In this connection, the nature of the questions was such that their discussion was more appropriate to small seminar groups. It would appear then that the value of the conference would be enhanced if it were followed up with seminars of supervisors at the division or branch level. Such seminars might be moderated by members of OTR's management staff.

4. I would like to hope that such a conference would provide the basis for a more consistent and more uniform concept of supervisory responsibility in the Agency.

Employee No. V.

1. The speeches given during the day were extremely good with one exception. Personally, Mr. Fuch's speech had practically no message for me. I found his talk very uninteresting -- possibly because I am

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not concerned with financial matters in the sense of his discussion. I know it was not his intent but the speech seemed geared to an audience of thieves and robbers. I was afraid to bend over and pick up a quarter I saw lying under a seat.

2. Mr. Echols made a very good delivery of his speech. The injection of a few appropriate examples (possibly in a humorous vein) to highlight points which he was making, would have made it more effective and meaningful.

3. While we know our responsibilities, it is a fine thing to have an opportunity such as this program to stop and reflect on the importance of good supervision to the Agency as well as to the individuals whom we supervise.

Employee No. VI

1. I would like to see this course be given by someone who would be more demonstrative; who would have more punch; and who would have some good, old, salesmanship finesse in their delivery. When speakers themselves do not become excited or ruffled in their presentation, but continue to placidly turn the pages of their notes, one can hardly expect the audience to really feel the importance of the subject matter.

2. Of the speakers, I thought Col. White walked away with the honors. Mr. Echols' speech, what I was able to hear, was good, but I had difficulty in hearing him; therefore, I, like others, lost much of his presentation.

3. All in all, the course was useful but the degree of usefulness will depend on how much I will improve in meeting my responsibilities as supervisor in the future.

Employee No. VII

While a great deal of the information contained in the lectures was useful, I believe too many intangibles were interspersed in the talks. Therefore, it appears to me that the course could be reduced to a half-day course by culling the information contained in the lectures and presenting more concrete suggestions.

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Employee No. VIII

Believe the program could be presented in two days as it is rather long for one who is in an office with much activity.

Employee No. IX

1. I would like to suggest that meetings of supervisors be held occasionally, perhaps in smaller groups, especially for "beginner supervisors", possibly grades GS-9 through 11. At such meetings perhaps more detail regarding day-to-day activities and problems could be discussed.

2. I would be very much interested in receiving copies of the lectures given at the Friday meeting, if such are made available for distribution.

Employee No. X

To briefly summarize this presentation I would say that:

1. The sound equipment should be turned up so that everyone can hear what is being presented.

2. The speeches should be shorter, brief and concise and to the point.

3. More use of slides, illustrations and short motion pictures.

Employee No. XI

I feel the program could be improved by:

1. Shortening the Medical presentation. The opening cartoons were excellent and made their point well.

2. Elimination of the Finance talk. The end portion on fitness reports was valuable but not heard by many. (The "75% lost").

3. More emphasis on the details of fitness reports.

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4. A better microphone arrangement for Mr. Echols and the panel.
5. Greater use of visual aids.

Employee No. XII

Where the human will to work is concerned, which is at any level, by all means this program should be continued. Encourage healthy human relations at all times. There have been enough signposts to warrant it. Efficient management dares not to leave the development of good working human relationships to chance. Security measures will not produce harmony. We need more than security measures. We need productive teamwork. We need men and women working willingly together toward known goals. Supervision is a lot of things.

Employee No. XIII

The substance of the course was very well planned; however, I think that the younger supervisory types should be handled in a group by themselves where they could get more of the basic supervisory suggestions. Eliminating some of the basic supervisory advice to the senior group would allow more time for discussion of advanced supervision and management with the more experienced supervisors.

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